



2023-2025 STRATEGIC PLAN



The entire disability services field is experiencing an unprecedented **WORKFORCE CRISIS**, with vacancy rates upwards of 30%. To combat this problem, we plan to create a robust pipeline of passionate people who may be interested in or curious about working with people who have IDD. We will also reimagine our behaviors, practices, and policies to intentionally foster a thriving workforce. Some specific strategies include broadening our outreach, creating new ways for people to be employed, and implementing a new manager training program.



We know that intentionally focusing on **DIVERSITY, EQUITY, INCLUSION & BELONGING** will reap long-term benefits for our employees, our organization, and our community. We plan to cultivate, sustain, celebrate and appreciate a dynamic and diverse workforce. We also want to demonstrate workforce equity, nurturing diversity, inclusion, and sense of belonging among employees. To start, we will launch a DEIB steering committee guided by a professional consultant, and create opportunities for employees to share their culture and self-identity with others.



For us to think and act differently, we need to focus on **EXTERNAL FUNDING SECURITY** beyond income generated from our current programs. We plan to leverage a social entrepreneurial mindset and approach to create new funding streams which will support strategic initiatives. We also plan to increase overall financial support for the organization to a sustained level of \$3 million annually. Some specific strategies include developing new pathways to generate revenue using existing expertise and resources, creating new financial partnerships, and researching new business opportunities.



FAMILY COMMUNICATION AND CONNECTION must be a priority. Families often struggle to secure the information they need and want, and departments need more effective communication pathways. We plan to enhance communication between and among people supported, their families and our team, and reimagine the use of technology to support better connections. We will start by creating a customer service department, work on building connections and common ground, and pilot small groups of people to enhance their use of technology.



We were encouraged to learn that **SUPPORT BEYOND CAREGIVING** was a priority for our stakeholders, and that they are hungry for new opportunities. We plan to intentionally focus on people instead of programs, expanding opportunities for people supported to live meaningful and fulfilling lives. We will push ourselves and our communities to challenge traditional paradigms and change the way we view and interact with people supported. Some specific strategies include thinking outside the disability box when providing choices, engaging with new community organizations, and generating excitement about The Arc's invaluable work.



At the core of our work is the people we support. It is only by listening to the **VOICE OF THE CUSTOMER** that we can truly meet our mission. We must empower people to have more input into and influence on making decisions which impact their lives. We also need to cultivate deeper appreciation for the strengths, capabilities, hopes and dreams of people supported. We will start by educating our employees and our community, support people in establishing and maintaining 1:1 connections, and ensure that people supported are trained to advocate for themselves.

We invite you to join us on this journey, and to find your place at The Arc Montgomery County. There is room for everyone who is interested in making our community more welcoming and more inclusive!